

OUR ROAD TO EXCELLENCE "JOIN THE JOURNEY"

~ PROGRESS ON OUR JOURNEY ~

Since February of 2010 members of the Management Team have been assigned to work on specific Domains relevant to their areas of responsibility within the organization. Their work has consisted of reaching out to other stakeholders for information, developing or revising policies and procedures, researching seeking out best practices, putting practices in place, and doing whatever they feel necessary to meet their assigned standards. Though this work is often monotonous and unseen, it is imperative to improving quality and accountability of our services. For this I would like to send out a special thanks to all those who have helped in any way with this process thus far. We appear to be about three quarters of the way through the "initial" work of preparing for our onsite visit in November of 2011. The Management Team has targeted December 2010 to be finished with their assigned Domain work. In January 2011, I will begin to input, review and organize all information collected from the Managers into our Focus Accreditation Database. This may generate additional work or information needed, at which time we will jump back in and continue in our efforts. The database will house all required information needed for accreditation, but more importantly will hold all the answers on how we deliver services within this organization. This information will be accessible to and shared with stakeholders.

Please do not hesitate to ask questions or give input on this process. We strongly encourage your engagement in this journey!!!

DOMAIN #5

GOVERNANCE, LEADERSHIP & ACCOUNTABILITY

Guiding Principles:

Activities the organization undertakes are in keeping with its vision, mission and values. The governance and leadership structures of the organization engage in responsible action that result in responsible, effective and efficient use of resources resulting in service excellence. The organization's governance structures hold the organization accountable for the services they provide.

Explanation:

The Board is accountable for the strategic leadership of the organization as developed through a strategic plan. Management and the Executive Director/CEO formulate policies and the Board evaluates and approves those policies by determining the broadest values before establishing executive limitations. The Executive Director/CEO is accountable for directing the activities of the organization and staff and reports fiduciary or compliance matters to the Board on a regularly scheduled basis. The leadership of the organization is a shared responsibility between the Board, Executive Director/CEO, and senior staff. The Board is responsible for setting the direction and measuring the outcomes of the organization, while the Executive Director/CEO is responsible for leading the organization to achieve the vision and mission of the organization, while ensuring compliance with the regulatory statutes, policies and procedures of the organization. The Executive Director/CEO is directly accountable to the Board. The Board retains the services of the CEO and conducts his/her annual performance appraisal. Senior staff are accountable to the Executive Director/CEO.

5.1 The values, vision and mission of the organization are clearly stated, known to stakeholders, and reviewed at regular intervals using an inclusive process to ensure relevance.

- Attach the organization's vision, mission, and values statements.
- Is each stated in a way that is clear and understandable to people using services and other stakeholders?
- Identify who was involved in developing the statements:
- Was it an inclusive process?
- Note the types of formats used to familiarize stakeholders with the statements.
- Is the organization confident that, if asked about its vision, mission and values, stakeholders could describe them?
- If not, what steps might the organization take to make this happen? How often are the organizational vision, mission and values reviewed? Is this often enough for them to remain current? Explain.
- How does the organization demonstrate that the values, vision and mission of the organization are upheld in the provision of services? List the ways.

5.2 There are governance and organizational structures in place to ensure that the organization's resources and capacities are used in ways to deliver on its mission, and to benefit stakeholders as intended.

- What structures and processes does the organization employ to ensure that its.

5.3 The Board of Directors leads a strategic planning process at regular intervals, which results in a documented direction for the organization.

- Provide a copy of the organization's most recent strategic planning documentation.
- Describe the process the organization follows when engaging in strategic planning:
- What role does the board play in setting the strategic direction?
- In what ways does the organization's strategic planning process provide a clear and documented direction for the organization? List the ways:
- What period does the current strategic plan cover?

5.4 Strategic planning incorporates input from stakeholders, and includes (but not limited to):- An organizational assessment, including information on lessons learned, Long and short-term goals, Ways to measure and report on progress.

- Describe how input from stakeholders is gathered and used for strategic planning purposes:
- Does the organization conduct a formal assessment of its performance? Attach a copy of the assessment. Are lessons learned reflected in the assessment?
- What are the current long and short-term goals for the organization? How were they determined and prioritized? Explain.
- How is progress toward meeting goals measured?
- Who is responsible for reporting on progress made toward achieving long and short term goals for the organization? How is this done?
- Are the methods and approaches used understandable to all stakeholders?

5.5 There are position descriptions for the Board and for the Executive Director/CEO, including the definition of the limits of the Executive Director/CEO's responsibilities.

- Attach position descriptions. Do they reflect current practices?
- Is there a definition that sets out the executive director's/CEO's limitations?
- What is the organization's process for validating compliance with these limitations?

5.6 The Board develops a succession plan for the position of Executive Director/CEO, in the event that his/her position is vacated.

- Does the organization have a formal succession plan? This plan sets out the process that takes place when the Executive Director vacates the position or is on an extended leave. Attach a copy of the succession plan.
- Has the organization implemented the succession plan within the past 3 years? If yes, explain the ways in which it was or wasn't effective in guiding the process?

5.7 There is an annual assessment by the Board of the Executive Director/CEO's performance and contributions, using explicit criteria.

- What is the organization's process for conducting an assessment of the Executive Director/CEO's performance?
- Has an assessment been completed annually over the past 3 years?
- Who has input into the assessment?-
- Who is responsible for conducting the assessment?

5.8 Policies and procedures are in place for: selecting and appointing new members to the Board; for fully orienting new Board members; educating all members of the governing body; and terminating membership on the board when necessary.

- Attach the related policies and procedures.
- Who is charged with the responsibility for recruiting new board members?
- What is the organization's process for selecting and appointing new board members?
- How does the organization demonstrate that these policies are adhered to?
- How does the organization demonstrate that members of the governing body are educated about the services, policies and procedures and processes used by the organization?

5.9 The Board has mechanisms for assessing its performance as an entity, as well as its membership, to ensure it is functioning effectively, meeting its fiduciary duties, and making improvements as deemed necessary.

- Attach documents that are used for the purpose of monitoring, assessing and/or evaluating Board performance.
- Describe processes that are in use to monitor and assess Board performance.
- What specific criteria/indicators are used to measure effectiveness and efficiency of the Board as a whole? How often is this process completed?
- How does the organization support performance improvement for the members of its Board?
- How does the organization demonstrate that its Board is functioning effectively?
- In what ways has the Board used the information obtained in recent self-assessments to make improvements to their structure and/or processes?
- What structures and processes are in place to make certain that the Board is meeting its fiduciary duties?

5.10 The organization has applicable charters, constitutions and bylaw documents that are reviewed for accuracy at regular intervals,

setting forth the purpose and manner of conducting business.

- Attach applicable charters, constitutions and bylaws.
- How often, and by whom, is the documentation reviewed?

5.11 The organization obtains and maintains current licenses to operate, where applicable.

- Identify licenses the organization requires to operate:
- Attach licensing reports.
- Are they current?
- Have any licenses ever been revoked? If yes, explain the circumstances.

5.12 The Board conducts systematic reviews of regulatory functions.

- List the regulatory functions of the Board:
- How does the Board evaluate their fiduciary responsibilities?
- Describe the Board's process for conducting a systematic review of the regulatory functions.
- How often are these evaluations conducted?
- How does the organization demonstrate to others that the regulatory function of the Board is effective in ensuring compliance with internal and external standards of service quality?

5.13 If advisory groups exist, their functions are clearly specified and differentiated from the function of the Board of Directors.

- What advisory group(s) exists within the organization?
- Attach descriptions of their functions.
- Where are these descriptions kept?
- Does the organization have a clearly defined and written mandate for each of its advisory groups?
- In what ways do the documents make clear the distinction between the mandate and duties of the Board and those of the advisory group?
- What steps does the organization take to inform others about the work of the advisory groups?

Quality Improvement Reflection ~ Please help!

We are committed to learning and continually seeking ways to improve our services. With the above ten standards in mind, we ask that you reflect on the progress the organization has made in the area of Out-comes for People Using Services.

Your feedback in this area would be greatly appreciated. If you can take a moment to identify successes experienced and innovations, note where there is room for improvement and the steps the organization can take to make and sustain improvements in these areas; then forward this information to Michelle.